

Appendix A: See "Appendices and Bibliography"

Appendix B: Urban Center Job and Housing Development Framework

Factors That Influence Job Growth in Urban Centers	Desired Alignment of Factors	Strategies to Incentivize Job Development in Urban Centers	Tools and Actions to Implement Job Development Strategies in Urban Centers
Business Location Factors			
<ul style="list-style-type: none"> Land/Lease Costs - Cost of Vacant Commercial Space Quality of Available Commercial Space Land/Space Availability – Capacity Construction Costs - Cost of Commercial Development Zoning Regulations Permitting Cost 	<ul style="list-style-type: none"> Low Barriers to Firm Location in Desired Spaces in Urban Center 	<ul style="list-style-type: none"> Create Favorable Development Environment Partner With Private Developers to Create Mixed-Use Development Identify and Market Available Commercial Space and Development Opportunities 	<ul style="list-style-type: none"> Rezone Urban Center for Greater Density Rezone Urban Center for Mix of Uses Expedited Permitting Process for Urban Center Development or Redevelopment Planned Action SEPA Land Assembly for Commercial Development or Redevelopment Transfer of Development Rights
Business Market Factors			
<ul style="list-style-type: none"> Proximity to Markets Proximity to Suppliers Market Demand for New Business Agglomeration of Firms in Similar Sectors Proximity to Research Institutions 	<ul style="list-style-type: none"> Positive Assets in Urban Center That Firms Can Utilize to Make Their Business Successful 	<ul style="list-style-type: none"> Create Economic Development and Job Development Action Plan for Urban Center Market Urban Center Assets to Firms 	<ul style="list-style-type: none"> Survey Urban Center to Create List of Assets Convene Citizens, Current Business, City Leadership and Other Stakeholders to Determine How Best to Implement City Comprehensive and Economic Development Plans Create a Brand for the Urban Center Create Economic Development Marketing Campaign with Internet Portal
Quality of Life Factors			
<ul style="list-style-type: none"> Community Focal Point and Shopping District Image of location Crime Rate Natural Setting and Physical Amenities Urban Design and Infrastructure That Attracts Residential and Pedestrian Use – Streetscape, Signage, Street Network, Etc. 	<ul style="list-style-type: none"> Place and Community That Firms Want to Locate In 	<ul style="list-style-type: none"> Create Third Place Create Community Focal Point Minimize Urban Center Liabilities Market Urban Center and City Lifestyle Enhance Urban Center Design and Aesthetic 	<ul style="list-style-type: none"> Create Open Space Relocate/Enhance Municipal Campus in Urban Center Encourage Liability Businesses to Relocate in Other Sections of City Partner With Urban Center Business Partnership or Chamber of Commerce to Market City Activities and Community Assets Make Capital Investment in Pedestrian Friendly Amenities and Infrastructure
Workforce Factors			
<ul style="list-style-type: none"> Availability of Skilled Labor Cost of Labor Local Housing Availability Local Housing Costs Mobility of Workforce - Transit Availability 	<ul style="list-style-type: none"> Access to Skilled Labor Force and Quality Unskilled Labor Force 	<ul style="list-style-type: none"> Create Quality Housing Options In and Around Urban Center Create Affordable Housing In and Around Urban Center Provide Adequate Transit Options 	<ul style="list-style-type: none"> Decrease Parking Requirements for Residential Housing Units Ten-year Property Tax Abatement Program for New Multi-family Housing Construction Property Tax Abatement for Affordable Housing Partner with Regional or County Governments to Construct Transportation Hub or Transit Center and Transit Connections between Hub and Other Areas of Urban Center

Factors That Influence Job Growth in Urban Centers	Desired Alignment of Factors	Strategies to Incentivize Job Development in Urban Centers	Tools and Actions to Implement Job Development Strategies in Urban Centers
Infrastructure Factors			
<ul style="list-style-type: none"> • Transportation Network and Transportation Connections – Roads/Parking • Technology Infrastructure Such as Broadband and Wireless • Municipal Infrastructure Such as Water and Sewer 	<ul style="list-style-type: none"> • Necessary Infrastructure Provided to Fulfill Mission of Business 	<ul style="list-style-type: none"> • Provide Adequate Transportation Connections and Network • Partner with Developers to Provide Infrastructure For Favorable, Large Commercial and Residential Development and Redevelopment • Provide Adequate Municipal and Technology Infrastructure • Market Urban Center Transportation and Infrastructure Assets to Firms 	<ul style="list-style-type: none"> • Make Capital Investment in Transportation Connections and Network • Waive Development Fees For Large Commercial Development if City will Recoup Fees In Sales Tax Revenue • Partner With Other Governmental Entities or Make Capital Investment in Municipal Infrastructure • Partner With Other Governmental Entities or Make Capital Investment in Technology Infrastructure • Enhance Economic Development Marketing Campaign by Emphasizing Transportation Assets in Urban Center
Economic Factors			
<ul style="list-style-type: none"> • Local Tax Incentives • Access to Capital • Environmental and Other Regulations 	<ul style="list-style-type: none"> • Favorable Business Climate 	<ul style="list-style-type: none"> • Provide Tax Incentives for Firm Location • Ensure Access to Capital • Provide a Favorable Permitting and Regulatory Environment 	<ul style="list-style-type: none"> • For Urban Centers With Historic Main Streets, Provide Main Street Tax Credit Incentive Program (Must Qualify With WA State CTED) • Eliminate a city B&O tax

Factors That Influence Housing Growth in Urban Centers	Desired Alignment of Factors	Strategies to Incentivize Housing Development in Urban Centers	Tools and Actions to Implement Housing Development Strategies in Urban Centers
Site Factors			
<ul style="list-style-type: none"> • Environment • Lot size • Land availability • Infrastructure • Existing land use • Land cost 	<ul style="list-style-type: none"> • Accessible sites appropriate for the desired type and scale of development. 	<ul style="list-style-type: none"> • Upgrade infrastructure. • Acquire, assemble and prepare sites for development. 	<ul style="list-style-type: none"> • Focused Public Investment Areas • Local Infrastructure Financing Tool Program • Community Revitalization Financing • Transportation improvements • Planned Action SEPA • Community Renewal Legislation • Recycle tax-delinquent, abandoned, surplus properties • Below-market land sales • Financing tools, gap financing • Subsidize parking garage construction
Policy Factors			
<ul style="list-style-type: none"> • Zoning/codes • Fees • Process • Political climate 	<ul style="list-style-type: none"> • Policies and plans that support an Urban Center vision. • Policies that allow housing development to meet market demand. 	<ul style="list-style-type: none"> • Mobilize civic leadership behind a strategic plan and vision. • Revise codes to eliminate excessive standards. 	<ul style="list-style-type: none"> • "Performance based" code • Streamlined permitting, one-stop permitting • Parking reduction ordinances • Lift height restrictions, density restrictions • Property tax abatement • Waive or reduce development fees • Tax land at market value, potential value • Resources for planning and coordination • Advocacy • Forums between government and development community

Factors That Influence Housing Growth in Urban Centers	Desired Alignment of Factors	Strategies to Incentivize Housing Development in Urban Centers	Tools and Actions to Implement Housing Development Strategies in Urban Centers
Market Factors			
<ul style="list-style-type: none"> • Demand for product • Demand for location 	<ul style="list-style-type: none"> • A place where people want to live, work, and visit. • A place where people can afford to live, work, and visit. 	<ul style="list-style-type: none"> • Enhance amenities through public investment. • Sponsor demonstration projects. 	<ul style="list-style-type: none"> • Capital investments in physical improvements • Marketing, education campaigns • Model homes, demonstration projects • Location Efficient Mortgages • Lure pioneer development • Build and improve parks • Build and improve transit stations • "Main Street" program • Encourage improved housing options throughout city • Increase investment in education system • Improve safety, perception of safety • Financing tools (numerous) • Provide transit passes • Guarantee pre-sales

Appendix C: Development Framework: Aligning Development Tools with Urban Center Categories

Development Tool	Center Categories that Would Benefit from Tools Usage	Analysis of Tool and Urban Center Category Alignment
Rezone Urban Center for Greater Density or Mix of Uses Lift Height Restrictions	<ul style="list-style-type: none"> • Regional Activity Center • Historic Center/Town Center • Retail Shopping Center/Commercial Center 	In Urban Centers that already have very high residential and commercial density, such as Metropolitan Centers, rezoning for increased residential and commercial density is not necessary.
Expedited Permitting Process for Urban Center	<ul style="list-style-type: none"> • All Center Categories 	All cities can expedite permitting for their Urban Centers, causing development costs to be less expensive for developers, and thus incentivizing development in Urban Centers.
Land Assembly for Commercial Development or Redevelopment Planned Action SEPA	<ul style="list-style-type: none"> • All Center Categories 	All cities can assemble land in their Urban Centers for private sector development purposes, causing overall development costs to be less expensive for developers, and
Below-Market Land Sales	<ul style="list-style-type: none"> • Historic Center/Town Center 	In Urban Centers that already have fairly high demand for new development, such as Metropolitan Centers and Regional Activity Centers and some Historic Centers/Town Centers, a planned action SEPA is not necessary, as private sector developers are more
Transfer of Development Rights	<ul style="list-style-type: none"> • Historic Center/Town Center • Retail Shopping Center/Commercial Center 	Though potentially risky, this may provide necessary incentive for private investment/
Waive Development Fees	<ul style="list-style-type: none"> • Historic Center/Town Center • Retail Shopping Center/Commercial Center 	In Urban Centers that already have higher residential and commercial density, such as Metropolitan Centers and Regional Activity Centers, transfer of development rights is not necessary, as increasing density typically does not need to be managed as closely.
Invest in Municipal, Transportation, and Technology Infrastructure and Other Pedestrian-Focused	<ul style="list-style-type: none"> • Historic Center/Town Center • Retail Shopping Center/Commercial Center 	In Centers that are already denser, such as Metropolitan Centers and Regional Activity Centers, much of the infrastructure that is paid for by development fees is already in place, and therefore development fees would probably not be charged to begin with.
Utilize Investment Programs to Upgrade Infrastructure Focused Public Investment Areas Local Infrastructure Financing Tool Programs Community Revitalization Financing	<ul style="list-style-type: none"> • Historic Center/Town Center • Retail Shopping Center/Commercial Center 	In Centers that are already denser, such as Metropolitan Centers and Regional Activity Centers, much of the infrastructure is already in place, and therefore additional capital investment is not required.
Decrease Parking Requirements for Residential Housing Units	<ul style="list-style-type: none"> • Metropolitan Center • Regional Activity Center 	In Centers that are already denser, such as Metropolitan Centers and Regional Activity Centers, decreasing parking requirements for housing development makes the
Provide Transit Passes	<ul style="list-style-type: none"> • All Center Categories 	All cities can utilize transit incentives to increase the appeal of urban living to potential
Ten-year Property Tax Abatement Program for New Multi-family Housing Construction	<ul style="list-style-type: none"> • All Center Categories 	All cities can incentivize denser multi-family housing construction by decreasing property tax costs.
Property Tax Abatement for Affordable Housing	<ul style="list-style-type: none"> • All Center Categories 	All cities can incentivize affordable housing construction by decreasing property tax costs.
Create Transit Centers Partner with Local/ Regional Transit Providers and Other Public Entities	<ul style="list-style-type: none"> • All Center Categories 	Although almost all Urban Centers have Transit Centers, transit connections in Urban Centers can be enhanced by all cities.
Provide Main Street Tax Credit Incentive Program (Must Qualify With WA State CTED)	<ul style="list-style-type: none"> • Historic Center/Town Center 	As this is an economic tool that applies only to small town main streets, Historic Centers/Town Centers is the only Center category that would align with this tool.

Development Tool	Center Categories that Would Benefit from Tools Usage	Analysis of Tool and Urban Center Category Alignment
Eliminate city B&O tax	<ul style="list-style-type: none"> Metropolitan Center Historic Center/Town Center Regional Activity Center 	As of 2004, Bellevue, Burien and the City of Seattle were the only cities with a city B&O Tax.
Encourage Pioneer Mixed-Use Retail/Residential /Commercial Development in Urban Centers	<ul style="list-style-type: none"> Historic Center/Town Center Retail Shopping Center/ Commercial Center 	In Urban Centers that are already fairly developed, such as Metropolitan Centers and Regional Activity Centers and some Historic Centers/Town Centers, pioneer development is not necessary as market demand for mixed use retail/residential/commercial
Create Open Space	<ul style="list-style-type: none"> All Center Categories 	All cities can create more open space to benefit current and future residents and
Relocate/Enhance Municipal Campus in Urban Center	<ul style="list-style-type: none"> Retail Shopping Center/ Commercial Center Historic Center/ Town Center 	Most cities already have their municipal campuses located in their Urban Centers; the exception to this are some of the cities with Retail Shopping Centers/ Commercial Centers.
Encourage Liability Businesses to Relocate in Other Sections of City	<ul style="list-style-type: none"> All Center Categories 	All cities can increase their Urban Center's profile and positive factors by decreasing liability businesses.
Market and Promote Urban Center Strategy Engage Civic/ Community Leaders and Stakeholders Create a "Brand" for Urban Center	<ul style="list-style-type: none"> All Center Categories 	All cities have internal and external stakeholders that can provide guidance and leadership on operationalizing development plans for their Urban Centers.